

Business Transformation and
Restructuring

Organisational Diagnostic

Organisational Development
and Culture

Organisational Coaching

Succession Planning and Talent Management

LUME PARTNERS

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experience*

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SUCCESSION PLANNING

What is Succession Planning?



Identify Critical Roles: Pinpointing the positions vital to the organisation's ongoing success.



Develop Potential Successors: Recognising and nurturing employees with the capability to fill those key roles.



Ensure Business Continuity: Minimising disruption during leadership transitions or key personnel departures.



Align with Strategic Goals: Ensuring the succession plan supports the company's overall business objectives.



Proactive Talent Management: Taking a forward-thinking approach to talent development and leadership preparedness

Steps to follow

1

Identify Critical Positions:

- Begin by determining which roles within your organisation are essential for its continued success. These are typically leadership positions but also include roles requiring unique skills or knowledge that are difficult to replace.
- Analyse the potential impact of these positions becoming vacant. Consider the time and cost involved in finding and training replacements.

2

Assess Current Talent and Calibrate with your leadership team:

- Evaluate the existing talent pool within your company. Identify employees who possess the potential to take on these critical roles.
- Use performance reviews, 360-degree feedback, and other assessment tools to gauge their skills, competencies, and potential.
- Focus on identifying high-potential employees who demonstrate a willingness to learn and grow.
- Test and calibrate assessment through a facilitated calibration process

3

Develop Succession Plans:

- Create individualised development plans for potential successors.
- These plans should include targeted training, mentoring, coaching, and job shadowing opportunities.
- Provide opportunities for employees to gain experience in different areas of the business.
- Consider creating a timeline for when employees will be ready for the next step.

4

Implement and Monitor:

- Put the succession plans into action and track the progress of potential successors.
- Regularly review and update the plans to ensure they remain aligned with the company's evolving needs.
- Provide ongoing feedback and support to potential successors.
- Be prepared to make adjustments as needed.

5

Review and Refine:

- Succession planning is an ongoing process, not a one-time event.
- Regularly review the effectiveness of your succession plans and make necessary adjustments.
- Gather feedback from employees and leaders to identify areas for improvement.
- Stay informed about industry best practices and adapt your approach accordingly.
- When a succession event occurs, analyse the process, and make improvements for future events.

Template to Use

	CEO	CCO	CIO	CFO	CPO	CLO & Co Secretary
Incumbent	Rebecca Fudd	Insert Name	Insert Name	Insert Name	Insert Name	Insert Name
Ready Now - 1 Year	Gary Chen					
Ready 2- 3 Years						
Ready 3+ Years	Liz Allen (external)					
Emergency Cover	Gary Chen					



TALENT MANAGEMENT

What is Talent Management?

Strategic Talent Identification and Development

- The 9-box grid provides a structured framework to identify high-potential employees (HiPos) who are critical for future leadership and key roles.
- It allows companies to visualise their talent pool, understand the distribution of potential and performance, and make informed decisions about targeted development investments.
- By pinpointing those in the "Stretch" and "Develop/Stretch" boxes, organisations can create tailored development plans to nurture their future leaders, ensuring a strong talent pipeline.

Enhanced Employee Engagement and Retention

- Using the 9-box grid demonstrates a commitment to employee development and career growth.
- When employees see that their potential is recognised and that they are being invested in, they are more likely to be engaged and motivated.
- Tailored development plans and opportunities for advancement can increase employee satisfaction and reduce turnover, saving the company time and resources associated with recruitment and training.
- It helps to provide clarity to employees about where they stand, and what is needed to advance.

Steps to follow

Steps	Detail
1. Pre-Work: Preparation and Data Gathering	<p>Define the Purpose and Scope:</p> <ul style="list-style-type: none">• Clearly articulate the goals of the 9-box activity (e.g., succession planning, talent development, performance management). Determine which employee groups or departments will be included. <p>Establish Criteria and Definitions:</p> <ul style="list-style-type: none">• Define "performance" and "potential" in clear, measurable terms.• Create behavioral anchors and examples for each level of performance and potential.• Ensure consistency in how these criteria are applied across the organization. <p>Gather Data:</p> <ul style="list-style-type: none">• Collect relevant performance data (e.g., performance reviews, 360-degree feedback, project results).• Gather information on employee potential (e.g., career aspirations, learning agility, leadership potential).• Prepare the 9-box grid template and any supporting documentation. <p>Communicate with Participants:</p> <ul style="list-style-type: none">• Inform leaders about the purpose and process of the 9-box activity. Provide clear instructions and expectations.
2. The Session: Rating and Discussion with Leaders	<p>Facilitated Discussion:</p> <ul style="list-style-type: none">• Conduct a facilitated session with leaders and HR representatives (if you have HR support) to rate employees on the 9-box grid.• Encourage open and honest discussion about employee performance and potential.• Use objective data and examples to support ratings. <p>Individual Ratings:</p> <ul style="list-style-type: none">• Have each leader rate their employees individually before open discussion. <p>Document Observations:</p> <ul style="list-style-type: none">• Record key observations, strengths, and development needs for each employee.

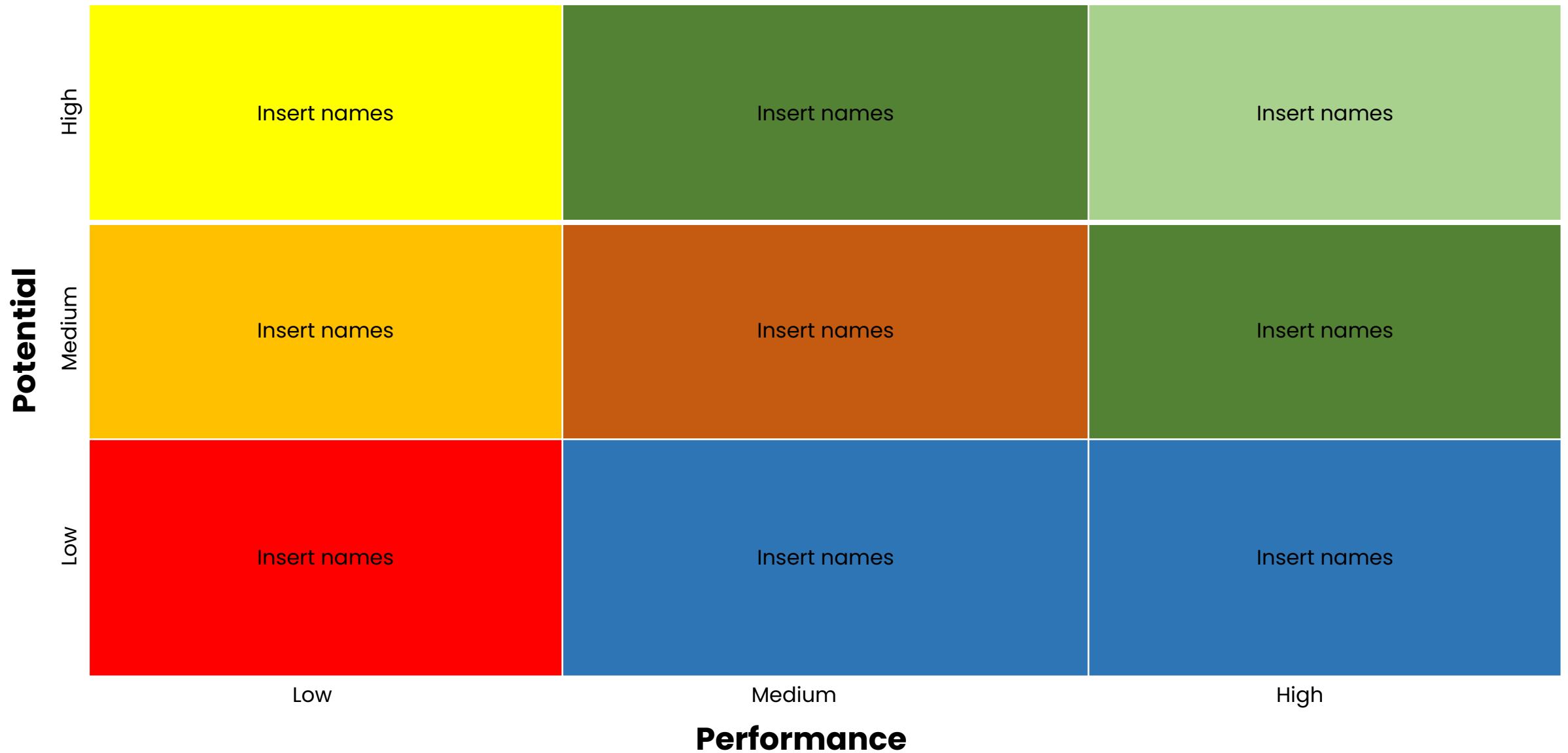
Steps to follow

Steps	Detail
3. Calibration: Ensuring Consistency and Accuracy	<p>Review Ratings:</p> <ul style="list-style-type: none">• Review the initial ratings to identify any discrepancies or inconsistencies.• Facilitate a calibration discussion to reach consensus on employee placement with your executive leaders. <p>Challenge Assumptions:</p> <ul style="list-style-type: none">• Encourage leaders to challenge their own biases and assumptions.• Ensure that ratings are based on objective data and not personal opinions. <p>Address Discrepancies:</p> <ul style="list-style-type: none">• Resolve any significant discrepancies in ratings through further discussion and data analysis.• Make changes to the grid as a group where needed.
4. Finalisation: Documenting and Communicating	<p>Finalise Grid:</p> <ul style="list-style-type: none">• Finalise the 9-box grid with the calibrated ratings.• Document the outcomes of the session, including key observations and development needs. <p>Communicate Outcomes:</p> <ul style="list-style-type: none">• Communicate the results of the 9-box activity to leaders and HR representatives.• Provide feedback to employees, focusing on strengths and development opportunities.• Ensure confidentiality and sensitivity when communicating results.
5. Development of Actions: Creating and Implementing Plans	<p>Develop Individual Development Plans (IDPs):</p> <ul style="list-style-type: none">• Create individualised development plans for each employee based on their placement in the 9-box grid.• Focus on addressing skill gaps, developing potential, and enhancing performance. <p>Assign Ownership and Accountability:</p> <ul style="list-style-type: none">• Assign ownership of the development plans to leaders and employees.• Establish clear timelines and milestones for development activities. <p>Provide Resources and Support:</p> <ul style="list-style-type: none">• Provide employees with the resources and support they need to achieve their development goals (e.g., training, coaching, mentoring). <p>Monitor Progress:</p> <ul style="list-style-type: none">• Regularly monitor employee progress and provide feedback.• Adjust development plans as needed based on changing business needs and employee performance. <p>Follow up.</p> <ul style="list-style-type: none">• Schedule regular reviews of the 9 box grid.• Review the IDP's and make changes when needed.

9 Box Grid to assess talent

Potential	High	Business Challenger Clearly expresses and show potential to perform but unable to demonstrate abilities. Maybe in wrong role or with the wrong leader	Potential Star A valued talent in the organisation who is actively seeking to progress within the next 1-3 years. Has delivered most of their objectives from the 2 past 12 months.	Future Leader Most likely to progress within the organisation within the next 1-2 years based on their performance over the past 12 months. <5% of your team
	Medium	Inconsistent Team Member Has met none or few of their objectives from this year. Or the staff have joined the business within the past 30 days.	Core Employee Backbone of the business, highly dependable and comfortable in their current role.	Key Player Strong contributor to the business and has consistently delivered on all objectives. Frequently goes over and above their defined role. Could progress in the next 2-4 years.
	Low	Under Performer They have little motivation or competence for their current role without any extenuating circumstance. The need to be in a performance management plan and in the process of being managed out.	Effective Team Member Specialised or expert talent who has reached their career potential.	Skilled Professional Industry or technology expert who has reached their career potential but is a vital and recognized expert in their role or technology.
		Low	Medium	High
		Performance		

9 Box Grid to assess talent template





Development Plan Template

Development Plan template

Name	Current role	Role identified to succeed into	Succession horizon	Strength	Development Opportunity	Development action	Due date
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Chloe Mattison	GM, IT Services	CIO	2-3 years	Stakeholder engagement	Financial acumen	Develop IT annual budget for FY26	April 30, 2025
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At LUME Partners, we have 4 core service areas. The descriptors below provide an overview of our services.

Business Transformation and Restructuring

Organisational Design

Business Process Reengineering

Program Management

Implementation Support

IPO Support

M&A Support

Organisational Diagnostic

Desktop Diagnostic

Regular Diagnostic

In-depth Diagnostic

Culture Review

Custom Diagnostic

Organisational Development and Culture

Capability and Leadership Development

Succession Planning and Talent Management

Team Effectiveness

Engagement Surveys

Performance and Development

People Strategy, DEI & RAP

Organisational Coaching

Executive Level

Mid-management level